

Strategic Plan Summary

Mission Statement (excerpted from Long Range Plan, July 2002; adapted by the Board of Directors, July 25, 2002)

The Armory Center for the Arts enriches individual lives and the whole community through teaching, creating and presenting the visual, performing and media arts.

The Armory's values in fulfilling this mission include:

- The community and our participants

The Armory provides meaningful and innovative art experiences that are accessible, affordable and available to the entire community. The Armory engenders in its participants a sense of creative expression, self-confidence, independent thinking and tolerance of others and their expressions. The Armory provides opportunities for long term aesthetic and skills development through sequential, in-depth and integrated art-related activities. The Armory believes that the arts and arts education are essential components of a well-rounded human experience and of a civil community.

- Our organization and our program partners

The Armory's goals are accomplished through collaboration among staff, board and our broad range of program partners, who share the objective of using the power of art to enhance and enrich people's lives. The Armory's priority is effective programming, rather than program longevity. Change and growth are essential to the on-going vitality of the Armory, and are accomplished with a respect for its history. The Armory utilizes the skills and expertise of its staff members, who are empowered to make decisions and are responsible for those decisions. The Armory Board is firmly committed to exemplifying the diversity of the community and to providing responsible governance and oversight. The Armory is fiscally responsible and insures long time viability by managing its finances prudently and maintaining a balanced budget.

The strategies to implement the Armory's mission and values are as follows:

- *Future Exhibition and Educational Programs:* Establish the next generation of exhibitions and educational programs in order to maintain the Armory's role as a leading institution and advocate for the development and implementation of new standards for arts programming.
- *Funding and Revenue Generation:* Identify and implement a broad range of mechanisms to increase earned and contributed income in order to ensure the continued viability of the organization.
- *Focus on our staff:* Identify and implement ways to recognize and value individual and team employee efforts in order to foster job satisfaction and collaboration which will allow the Armory to fully realize its mission.
- *Business Processes:* Review and revise the Armory's business processes including registration, budgeting, program planning/scheduling, evaluation, grant management, marketing and funding in order to work effectively, improve communication.
- *Satellite Locations:* Improve existing satellite locations and program partnerships and identify new locations and partners in order to ensure that all satellites realize their full potential.

The Armory uses many sources to develop the key components of its long range strategic plan. The current long range plan was precipitated by the successful conclusion of the previous Long Range Plan, ending July of 2002. Planning for the current Long Range Plan began approximately eight months prior to its adoption of a new plan, in November of 2001. Key staff and members of the Long Range Planning Committee of the Board began compiling data and interviewed critical community members in the first phase of the planning. To address significant institutional and program issues affecting the organization's future directions, a series of meetings and retreats for Board, staff and constituents were scheduled from January through June 2002. Additionally, the compilation of materials generated by these meetings formed the data for identifying goals and objectives by the Long Range Planning Core Committee.

After adoption of the most recent Long Range Plan in July of 2002, the institution's progress in carrying out the Plan is monitored in several ways:

- 1) The Long Range Planning Committee of the Board meets twice a year to conduct a formal assessment of actual progress against the Plan's timetable, and reports back to the full Board of Directors.
- 2) The tasks assigned in the Plan to specified staff members, committees, and task forces were excerpted into work plans and distributed immediately after adoption of the long Range plan by the Board of Directors.
- 3) The Board committees meet regularly to address and develop ways to implement specific objectives that are within their purview.
- 4) The Executive Director is responsible for supervising the staff's obligations as outlined in the Plan. Staff also assess progress on specific tasks and objectives through weekly staff meetings and by reporting directly to the Executive Director and the appropriate Board committee. Staff participates in an annual "retreat" for more in-depth planning in response to the long term goals, and to evaluate the overall success of the programs in achieving these goals.

NARRATIVE QUESTIONS

1. Project Design

The Armory Center for the Arts is requesting funds to support the next phase of the Armory Northwest Initiative, which is designed to bring expanded arts and arts education resources to the children and families of Northwest Pasadena through the Armory's new facility in that underserved community. The purpose of this phase of the Armory Northwest Initiative is to build on the programs and services that the Armory currently offers in the community, including at its Northwest facility, in an effort to strengthen the Armory Northwest as a primary center for engaging the community in meaningful and effective arts education activities and to enhance the Armory's ability to serve the community.

The Armory Northwest Initiative has met with considerable success in the 30 months since it was implemented. Not only has the Armory Northwest provided thousands of young people with exposure to the visual and performing arts - through the first and only site in the Northwest community dedicated exclusively to the arts - it has also established the framework for a coordinated series of arts education programs and events desired to encourage the community's long-term involvement with the arts. At the same time, the community-based committee that is guiding the Initiative has assessed the challenges facing the Armory Northwest, and it has proposed was to build on the Initiative's early successes to solidify the Armory Northwest's as *the* center for arts and art education in the community, and to deepen the Armory Northwest Initiative's engagement with the neighborhood.

As did its first phase, the next phase of the Armory Northwest Initiative will work towards the following goals:

- Establish cultural equity for the under-served community of Northwest Pasadena through high-quality interactive programs that are free, are easy to reach via public transportation are of significance to the people of the community, and encourage public discourse about the arts and culture.
- Maintain a place that is a focus of multi-disciplinary, multi-cultural visual and performing arts in Northwest Pasadena.
- Create new audiences for and supporters of the arts by involving participants who are not traditionally visitors to museums or audiences at live performances, particularly children, youth, adults, and seniors who live, attend school, or work in Northwest Pasadena.

Lessons learned from the first phase have led Armory administrators to configure the programs that will be offered by the Initiative, as well as the staffing and other resources that will support these programs. As a result, the Armory anticipates that

- more Northwest Pasadena residents will be actively involved with the programs
- participants will be involved for a longer period of time, and
- the quality of their arts education experience will be enhanced.

The Initiative will continue to offer programs at three kinds of sites within the community: schools, community centers (including parks and libraries), and the Armory Northwest. The programs, including classes, workshops, field trips, exhibitions, performances, and mentorships, will continue to be provided by professional artists who have extensive training and experience as arts educators. In this phase, the Initiative will move towards greater coordination between the programs offered in the community in an effort to provide a seamless continuum of arts education services that participants can engage in at multiple sites and over a longer period of time. The focus of these efforts will be to

- increase the number of opportunities that local residents have to utilize the Armory Northwest; and
- enhance the role of the Armory Northwest's staff Artists-in-Residence

What follows is a brief description of the programs offered at each type of community site and a discussion of how they will be modified to enhance their coordination and strengthen the ties between the Armory Northwest and the community.

a. ARMORY NORTHWEST: Exhibitions – To heighten the Armory Northwest's visibility in the community, the facility will continue to mount and publicize exhibitions of contemporary art, including long-term installations of public art. All the Armory's arts education programs are integrated into the gallery programs at the facility, and the gallery programs are designed to reflect and be responsive to the community they serve. In addition to a Main Gallery that includes curated, themed exhibits of works by emerging and established artists from around the world, the facility has a small Student Gallery that features changing exhibits of works by Northwest Pasadena students who are participating in various Armory Northwest

programs. Regular field trips from other Armory program sites to view works in the Student Gallery are an essential component of all Armory Northwest programs. Armory staff has found that students are normally eager to view other students' work, and that the field trips are an excellent way to introduce students (and their families) to the facility and all the art on display there. (Students on field trips to view work in the Student Gallery will, of course, have an opportunity to see the work in the Main Gallery, as well.) By bringing their students to the facility several times during the year, the Artists-in-Residence (see below) will increase the students' familiarity with the Armory Northwest, thereby encouraging them to return on their own and deepen their involvement with the programs offered at the facility. The Artists-in-Residence will also be expected to bring their students to exhibitions at the Armory Center's main facility, generally considered to be one of the Los Angeles area's most innovative exhibition spaces. In this way, Northwest Pasadena residents will be introduced, via Armory Northwest, to the rich variety of cultural resources and institutions that Pasadena and greater Los Angeles have to offer.

Artists-in-Residence - The role of the Artists-in-Residence at the Armory Northwest is crucial to the success of this phase of the initiative. Initial plans call for three Artists-in-Residence at the Armory Northwest, later increasing to five. The Artists, all members of the Armory staff, will not only lead all of the Armory Northwest classes and workshops out in the community, they will also oversee all the community art-making and exhibition activities and teacher in-service training at the Armory Northwest. By working at schools, libraries, parks, and community centers, and then bringing their students to the Armory Northwest for field trips, classes, events, and workshops, the Artists-in-Residence will strengthen the Armory's connection with the community and serve as the bridge between the Northwest facility and the neighborhood. The Artists-in-Residence will work together as a team under the guidance of the Armory Northwest Initiative/Director of Community Programs, who will have overall responsibility for the programs implemented by the Armory in Northwest Pasadena. The Initiative team, which will also include a program coordinator, will work together to schedule programs, allocate resources, and develop new ways to strengthen ties to the community. In exchange for a degree of autonomy over the Initiative's implementation, the team will be held accountable for reaching the Initiative's goals and objectives on time and within budget.

The team will organize at least one, themed exhibition of local student work each year at the Armory Northwest. The Artists-in-Residence will lead tours of the exhibitions for their students and provide them with art-making activities in the facility's studios. By providing in-service training opportunities at the Armory Northwest, the Artists-in-Residence will build stronger ties to local teachers and make it more likely that they will return with their students.

Art Studios, Classes, Workshops, and Apprenticeships - To ensure that the next phase of the initiative does, indeed, increase the community's utilization of the Armory Northwest, the Armory will further outfit its satellite facility's studios with a range of art-making equipment and materials. These resources, including a fully-equipped ceramics studio, drawing and painting studio, and printmaking equipment, will make the facility more useful and attractive to local residents, giving them more opportunities to engage in satisfying and compelling art-making activities. To enhance the community's access to the Armory Northwest's resources, whenever possible, Initiative classes and activities will be bilingual Spanish/English, as Spanish is the primary language of most Northwest Pasadena residents. The facility is also located on major public transportation routes.

In addition, the Armory will offer sequential two Studio Classes at the facility, serving middle and high school students. The Studio Classes will be free of charge for Northwest Pasadena students and led by the Armory Northwest Artists-in-Residence. Local students participating in Walk to Art and the In-School Programs (see below) will be particularly encouraged to participate in the Studio Classes at the Armory Northwest and will be given first priority in enrollment. The idea, once again, is to provide local residents with a seamless transition from art-making classes and workshops in the community to studio-based classes at the facility.

To take this transition a step further, the sequence of facility-based Studio Classes and Workshops will be geared towards those students who are interested in pursuing the arts in their school careers. For example, high school students who have participated in Studio Classes at Armory Northwest will be able to enroll in a special workshop on how to prepare and present their art portfolios. They will also be eligible to serve as paid assistants to the Artists-in-Residence at the Armory Northwest. To make the most of these apprenticeship opportunities, the Artists-in-Residence will undergo special training in how to mentor young people.

b. ARTISTS IN THE COMMUNITY: The Armory's Walk to Art program provides arts education programs for children, year-round and free of charge, at various community sites after school and on Saturdays. Walk to Art is often provided in partnership with other community-based education programs, such as Communities Organizing Resources for Afterschool Learning (CORAL), Students and Tutors Achieving Real Success (STARS), and Neighbors Acting Together Helping All (NATHA). Walk to Art programs, particularly those not offered with partners, normally involve short-term projects (including drop-in projects). The ones offered in Northwest Pasadena are generally provided by contracted artist-educators, are self-contained, and normally do not take advantage of other community-based arts resources. In the next phase of the initiative, Walk to Art programs will be offered at 12 locations in Northwest Pasadena, serving 2,400 local residents, and will be provided by staff Artists-in-Residence based at the Armory Northwest. In addition, for the first time, all Armory Northwest Walk to Art programs will be curriculum-related, sequential, in-depth art classes, modeled on the Armory's other established programs: Studio Art Workshops; Project FLARE: Fun With Language, Arts, Reading; and Children Investigate the Environment (CIE) (see descriptions below). The number of annual field trips to the Armory Northwest, for each Walk to Art participant, will be increased from two to six, with participants not only viewing a performance or exhibition of student work in the facility's Student Gallery, but also touring the main exhibition and engaging in hands-on art-making activities. The Artists-in-Residence will also provide two sequential opportunities each year at the Armory Northwest for all personnel at the community sites that are participating in Walk to Art.

c. ARTISTS IN THE SCHOOLS: The Armory's successful in-school programs, FLARE and CIE, are both tied to state mandated visual and performing arts content standards and are designed to use the arts to help improve academic performance (FLARE for literacy and CIE for the natural sciences). These are curriculum-based, sequential, in-depth arts education classes that take place weekly in the classroom. In the next phase, FLARE and CIE will be implemented in additional elementary schools in Northwest Pasadena, serving a total of 660 students. The programs will be conducted by the Armory Northwest's Artists-in-Residence. The number of annual field trips to the Armory Northwest, for each child participating in the Armory's in-school programs, will be increased. Field trip activities will reflect the visual arts education base of the in-school programs, with students not only viewing a performance or exhibition, but also engaging in hands-on art-making activities. The Artists-in-Residence will also provide two in-service training opportunities during the second and third year of the Initiative each year at the Armory Northwest for all teachers in the schools that are participating in FLARE or CIE.

2. Grant Program Goals

The Armory Northwest serves as a center of community engagement. Every component of the Armory Northwest Initiative is designed to actively engage the Northwest Pasadena community in learning about art and in creating art. By providing a range of public programs both at the Armory Northwest itself and in partnership with local schools and community centers, the Armory Northwest will work to enhance its role both as a center for community engagement and as a community-wide arts and arts education resource.

3. How the Project Fits into Strategic Plan and Mission

The Armory Northwest speaks directly to the Armory's mission to build on the power of art to transform lives by engaging individuals and the community through creating, teaching and presenting the visual, performing and media arts. The Armory Northwest represents the first ongoing, long-term commitment to bring a permanent facility dedicated to arts education programs to Northwest Pasadena, a neglected community. The proposed enhancement of the Armory Northwest Initiative will enable the Armory to honor its commitment to the community for many years to come.

The Armory Northwest Initiative coordinates elements of all of the Armory's innovative program strategies, and it develops new organizational capacity in terms of staffing and facilities that will enable the Armory to carry out its long-term plan of maintaining a permanent presence in Northwest Pasadena.

The Armory Northwest Initiative, will, for the first time, create a team of Artists-in-Residence who are located in Northwest Pasadena and dedicated to serving that community. This team of exemplary artist/educators will, through their consistent presence at the Armory Northwest and out in the community, build long-term relationships with students, parents, schools, and community leaders.

The team will use the Armory Northwest as its base, and will be actively involved in providing arts education programs at Northwest Pasadena schools and other community sites. The Initiative will bring a coordinated series of in-depth, sequential, curriculum-based arts education programs to children in Pasadena neighborhoods who have little, if any, access to the arts. These programs will encourage profound student involvement in the arts by assuring that children and youth have ongoing opportunities to participate in long-term programs and can progress sequentially from introductory programs to more challenging arts experiences. These school-based and community-based arts programs will be geared to state-mandated content standards, and they will be tied closely to programs that take place at the Armory Northwest.

This enhanced link between the Armory Northwest and the high-quality programs offered at various community sites is a critical tool in the Armory's effort to carry out its long-range plan of making the facility a vital part - or a "center of engagement" - of the community's cultural life. It will deepen the involvement of parents in their children's program experiences through exhibitions, workshops, and volunteer opportunities at the facility. This link will be strengthened over the years as the Initiative's sequence of arts education programs serves to more deeply involve the community's young people and their families in the life of the center. The facility, in turn, will become better equipped to meet the arts and arts education needs of these young people as the Armory allocates more resources to its Northwest facility.

This new infrastructure - a well-equipped facility that is home to a team of trained Artists-in-Residence - will enable the Armory to grow its involvement with Northwest Pasadena over the years. Because all Armory Northwest programs will be provided to residents free of charge, it must rely on contributed income. While the Armory will continue to seek major funding for this Initiative, it will also extend its reach into the community by increasing the number of partnerships it forms with other community-based organizations. These partnerships can leverage the Armory's resources, particularly in terms of training. The Initiative will provide local teachers with opportunities to learn how to develop their own classroom-based and community-based arts education activities, including activities that introduce their students to the resources of the Armory Northwest.

4. Strategic Plan: Process and Financial Resources

The Armory Center for the Arts' strategic planning process is rooted in its history and in its location. Incorporating as the Pasadena Art Workshops and first located in a school building within Pasadena Unified School District (PUSD), the organization chose to plan its programs with both the City of Pasadena and the PUSD. In 1989, the Armory entered into a service-based, 45-year lease with the City for the use of its current building, a former National Guard armory. Given this relationship with the City, the Armory chose to integrate the City's priorities of neighborhood development, economic empowerment, and health and human services into its own strategic plans. It continues to follow this strategy of finding ways to help the City reach its goals for the community. The Armory Northwest is a good example of this relationship. By planning a permanent presence in those neighborhoods that the City itself is targeting for a broad range of development activities, the Armory can take the lead in providing the arts component of a City-supported neighborhood revitalization effort. In return, the City will continue to help make facilities and other resources available to the Armory for its use in Northwest Pasadena.

The Armory's board, staff, community partners, and community members (normally, volunteers who participate in community-based Armory programs) work together to create the Armory's strategic plan. Representatives of each component, including a designated City official, form a board-level committee charged with using City planning documents, interviews, and other sources to survey the community to determine

- the geographic areas in the greater Pasadena area with greatest need for arts education and arts programming,
- the gaps in service provided by the Armory and other arts organizations, and
- the available resources in the community.

The committee engages in an ongoing review of the Armory's current programs and strategic plan to provide recommendations to the Armory's board for enhancements to the Armory's program components and services. This committee forms the core of the Armory's strategic planning process. Formal review of the strategic plan occurs every five years. The plan was last updated in July 2002.

The formal process begins with a series of publicized meetings at the Armory and other community sites, at which the public is invited to provide input on the future of the Armory's programs. Members of the planning committee preside at the

meetings, and they engage in one-on-one interviews with local artists, educators, and community leaders to help develop a consensus on the community's needs. The committee then works extensively with the Armory staff to devise creative approaches to meeting these arts and arts education needs through existing or new Armory programs. A critical component of these discussions is a plan to secure new funding for these programs. The Armory's development office is charged with creating a multi-year campaign to seek underwriting from both the public and the private sectors for ongoing and new programs. The Armory's Board is expected to take the lead in ensuring that the Armory has the financial resources to implement its strategic plan.

The committee then drafts a plan that incorporates a leadership vision for the organization's next five years and a realistic approach to implementing that vision. The draft plan is circulated to Armory staff and community partners for comment. Once consensus is reached on the plan's components, the committee submits the draft to the Armory's Board for discussion and approval. Once the plan is in place, the Armory's executive director is charged with ensuring that all Armory programs are implemented in accordance with the plan. The committee continues to monitor the plan's implementation.

In the July 2002 Vision Statement, developed and adopted by the board and staff as part of the Armory's long-range planning process, the Armory declared that its efforts over the next ten years will be to focus on making Pasadena a model of community participation in the arts for the nation. This Vision Statement has been a crucial factor in the Armory's implementation of its current long-range plan. By concentrating on creating a permanent presence in Northwest Pasadena, the city's most neglected community, the Armory is responding to the consensus of local residents, educators, artists, administrators, and city officials, that this should be the Armory's highest priority. All agreed that the creation of model programs to bring the arts to communities that have virtually no existing resources for the arts is the best way to set a national example for how to increase access to arts education for all.

The Armory's annual budget process is tied directly to its long-term plan. Financial resources are categorized into program budgets, with program directors overseeing the day to day program and budget management. The budget process begins five months prior to the completion of the fiscal year (July 1- June 30), with program goals and objectives driving the budget resources. The finance director, development director, and executive director review the budget and plan with each program director to appropriately allocate available and planned financial resources. The development director leads the staff's efforts to secure funding for plan's programs. She works closely with representatives of the Board of Directors in setting goals and creating strategies for reaching them. The Armory has a solid track record of cultivating and maintaining donors, and it has the flexibility to adjust its programs quickly to reflect the organization's current level of resources. The Armory does have a cash reserve mandated by the Board of Directors, and it makes a concerted effort to secure multi-year funding for a program, whenever possible.

5. Appropriateness of Project for Institution, Audience

The Armory Northwest is designed to serve the community of Northwest Pasadena, which comprises the city's most densely populated, economically disadvantaged neighborhoods. It includes approximately 15% of the land area of Pasadena, yet 25% of its residents (38,300) live there. The median annual household income of Northwest Pasadena is \$23,533, well below the city's median of \$46,012, the county's median of \$42,189, and the state's median of \$47,493. (All are 2000 Census figures.)

Sixty-six percent of the children living in Northwest Pasadena are Latino; 26% are African-American. The number of Latino children in Northwest Pasadena - 8,285 - represents a 40% increase since 1990. In contrast, the increase in the total youth population for all of Pasadena in the same period was 21 %. Sixty-six percent of the children living in Northwest Pasadena are eligible for free/ reduced lunches, with 21 % living in homes receiving Cal Works/ AFDC support.

Northwest Pasadena has no other arts organization to serve its population on an ongoing basis. Residents of this area of Pasadena are not traditional museum participants nor are they traditional students of arts. In the community's public schools, arts education is a low priority. Thus, without the Armory Northwest, residents have little or no access to meaningful arts or arts education activities.

Since its founding in 1947 as the education department of the Pasadena Art Museum, the Armory Center for the Arts has been a local leader in the field of visual art education. When the museum closed in 1974, its education programs were independently incorporated as the non-profit Pasadena Art Workshops. In 1989, the Workshops relocated to a renovated National Guard armory in Old Pasadena and changed its name to the Armory Center for the Arts. The opening of the Armory

enabled the organization to re-establish contemporary art exhibitions and performances as an integral part of its programming. The Armory was also able to expand its focus on building community partnerships, in order to provide arts education at sites more easily accessible to all community members and to bring arts education programs to those Pasadena neighborhoods that had limited or no access to programs of this kind.

In 2001, the Armory's building underwent extensive renovation, which brought the opportunity for the organization's year-long relocation to a site in Northwest Pasadena. The move deepened the Armory's already strong commitment to Northwest Pasadena in two ways: it enabled the Armory to increase its emphasis on its *Programs in the Community* core area in Northwest Pasadena, and to introduce a gallery exhibition program in Northwest Pasadena. Both these programs proved popular with Northwest Pasadena residents: in less than three years, the Armory Northwest has become a vital part of this Northwest Pasadena neighborhood. Thus, the Armory's board decided to create a permanent presence in Northwest Pasadena. In 2002, the Armory moved its offices back to its renovated building in Old Pasadena and it continues to maintain arts programs, as well as exhibition and performance space, at its location in Northwest Pasadena, which has, to date, served 24,000 residents.

Programs in the Community include Walk to Art, which, since 1983, has brought free, after-school art classes to community sites throughout the Pasadena area. Over the past twenty years, the Armory has worked with many different community/neighborhood based youth organizations, community-based arts groups, the City of Pasadena, the Pasadena Unified School District (PUS D) and others to develop arts programming throughout the city. Through Walk to Art, the Armory has provided high quality arts education to children, youth and families that otherwise might not have access to art and arts education. The Armory's gallery exhibition programs are designed to give the community an opportunity to experience significant work in professionally curated shows. The once a year exhibition of community-based arts programs, Artists-in-Residence and students also serves as a culminating event for the community arts programs supported by the Armory, further creating a community arts center at ANW.

The proposed project represents a logical enhancement of the work the Armory has been doing in Northwest Pasadena in an effort to carry out its long-term plan of maintaining a permanent presence in that community. It is a coordinated, multifaceted effort by the Armory to provide the people of Northwest Pasadena with a cultural facility and on-going museum-quality programs in the visual and performing arts. It will enable them to actively engage the Armory as a museum and community arts organization, establishing the programmatic infrastructure that will allow the organization to make the best use of the resources it has to bring these much needed programs to Northwest Pasadena for many years to come.

6. Project Resources: Time and Budget:

The Armory Northwest Initiative will be implemented in three phases over three years. During the first phase, October 2004 through September 2005, the Initiative will concentrate on putting into place the infrastructure necessary to implement the programs during the following years. The first phase will begin with the hiring of an Armory Northwest Coordinator and three Artists-in-Residence. The team will spend the first four to six months in professional development training and in working with community partners in Northwest Pasadena, including local public schools, to create community-based programs that are more closely aligned with the Armory's school-based programs. At the same time, the Armory Northwest team will begin planning the programs and activities at the Northwest facility. The Armory's exhibition program at the Armory Northwest will be ongoing. During the Initiative's first phase, the Team will intensify links between the exhibitions and the community-based and school-based arts programs. During the second half of the first phase, the Team will prepare the Center's studio facilities, including purchasing and installing equipment, materials

and supplies. Also during the second half of the first phase, the Team will implement a limited number of community based arts programs that incorporate the curriculum and methodology of the school-based programs. At the end of the first phase, the Initiative will have developed and tested several different Center-based and community-based arts programs designed to more closely integrate the Armory Northwest in the life of the community.

During the second phase, October 2005 through September 2006, the Armory will increase the number and kind of programs it implements in Northwest Pasadena, with an emphasis on those programs that make use of the facilities of the Armory Northwest. The Team will modify the programs it tested during the first phase, rolling out the programs in several different community facilities. At the same time, it will begin offering two studio classes at the Armory Northwest. These classes will be designed to appeal to those students who have already taken Armory classes at various school or community sites. At the

end of the second phase, the Armory Northwest Initiative will have implemented at least one of each type of class developed at the beginning of the first phase. Again, assessing the success of each program, the Team will develop a plan for full implementation of all programs during phase three, including its new professional training component.

The third phase, October 2006 to September 2007, will add another component to the mix. In addition to the ongoing school-based, community-based, and Center-based exhibits, classes, and workshops, the Initiative will launch a professional training component specifically for those Armory Northwest program participants who are interested in taking the next step in moving towards a career in the arts. These Center-based training programs will include paid apprenticeships and other opportunities to work closely with professional artists. The goal for the third phase is to extend the continuum of arts learning opportunities for Northwest Pasadena residents. This will include not only the programs for advanced students, but also new links to the Armory Center in Old Pasadena. The third phase will include time for evaluation of the Initiative's previous three years and for developing a plan for its next three years. By the end of the third phase, the Team will have prepared a blueprint for Armory Northwest's future in the community and will be ready to implement it.

As outlined in the budget pages, the financial resources allocated to the Armory Northwest Initiative are considerable. The Armory has secured funding from two private-sector sources to help underwrite the Initiative's first two phases. One of these sources will continue through all three phases. The Armory believes that the budget is justified by the number of Northwest Pasadena residents who will be served by the Initiative's programs and by the quality of the arts resources (at the Armory Northwest and out in the community) that will be created in the community.

7. Project Resources: Personnel and Technology

- Scott Ward, Executive Director, 2000, oversees all artistic and administrative functions of the institution. He has an M.F.A. from CalArts and served as an executive director in other museums in Southern California.
- Jay Belloli, Gallery Director, 1990, has a M.A. in the History of Art and 30 years of experience as curator and gallery director including the Baxter Art Gallery at CalTech, Ft. Worth Museum of Art and Detroit Institute of the Arts.
- Elise Barclay, Exhibition Coordinator, 2002, has M. A. from Williams College, has served as an assistant in all curatorial functions within the Armory and will be curating a show at Armory Northwest over the summer.
- Doris Hausmann, B.F.A., Director of Arts and Programs, 1988, is a former program director of Plaza de la Raza in Los Angeles, a translator of museum education brochures and an advisor to several arts and cultural organizations.
- Lilia Hernandez, Director of Community Programs, 1994, has an B.F.A. from California State University, Los Angeles, is a M.F.A. candidate and has extensive teaching and community experience in schools and arts institutions.
- Lorraine Cleary, Director of Professional Development Programs, 1993, is responsible for all training of both Armory education and outside education staff. She has an M.F.A. from Claremont Graduate School.
- Denise Seider, Director of Studio Programs, 2001, has an M.F.A. from Pitzer College. She has extensive experience as an artist, as an Executive Director of a community based arts organization and as an arts educator.
- Carrie Whitney, Director of School Programs, 2002, has an M.F.A. from Otis College of Art and Design. She works as an arts educator and exhibits her work frequently in the Los Angeles area. . Robert Hilton, an Armory Core artist, has a B.A. in art and music, and extensive experience in art education. . Patricia Liverman, an Armory Core artist, M.F.A., has worked as an Artist in Residence for the Armory's Schools Program.

Principal Administrative Staff:

- Deanna Devescovi, Director of Finance, has a degree in accounting and over ten years of finance experience in nonprofits financial management.

Budget Justification: The Armory Center for the Arts is requesting \$150,000 over three years (\$50,000 per year) for years 2004-2005, 2005-2006 and 2006-2007 to support the next phase of the Armory Northwest Initiative. This initiative is designed to bring expanded arts programming and arts education to the children, youth and families of Northwest Pasadena, an area of Pasadena that comprises the city's most densely populated, economically disadvantaged and underserved neighborhoods. Outside of those programs provided by the Armory, the residents of this area have little or no access to arts and arts education.

During the first year of the project (October 2004- September 2005), the complete budget (IMLS and applicant portions combined) represent 11 % in administrative costs directed to the overall supervision within the context of the Armory's strategic plan and financial management of the program. Thirty four percent of the budget represents personnel resources directly dedicated to program planning, with the majority of those costs occurring in the first six months of the program. Thirty five percent of the budget represents personnel costs for direct service delivery of arts programming (exhibitions) and arts education. Ten percent represent equipment purchases, arts education materials and evaluation costs. The balance of 10% represents the staff benefits costs.

Thus, the Executive Director (Scott Ward) and Director of Arts Programming and Education (Doris Hausmann) will monitor the progress of the project as it moves toward meeting completion dates, evaluating quality of program design, reviewing staff performance. The Finance Director (Deanna Devescovi) will oversee funds allocation. IMLS funds are requested for the Executive Director's role in the oversight of this program. Salary funds from IMLS are requested for a portion of the Director of Arts Programming and Education, as this project will focus on integrating all of the Armory's arts programming and art education programs, with planning a strong focus of the first program year. IMLS funds are requested for a 5% portion of the Finance Director's salary to allocate time for financial management of the Armory Northwest Initiative and financial grant reporting

Within the area of personnel resources directly focused on programming planning, Lilia Hernandez, Director of Community Programs/Armory Northwest Initiative, will manage on a day to day basis the specific program design and delivery, the inclusion and coordination of community partners within the Armory Northwest, supervise the selection of the project coordinator (new hire, position description included) and the selection of the Artists in Residence. Fifty percent of Ms. Hernandez time is allocated to this project, with the majority focused on the first six months. Since this represents a significant increase in arts programming at the Armory Northwest site, it is appropriate to have 50% of Ms. Hernandez's time devoted to planning and then managing this program. Her extensive background in community arts programs help ensure strong programming with appropriate community input. Denise Seider (Director, Studio/Art High Programs) will work to ensure relevant studio programs will take place at Armory Northwest and will manage the Art High apprentice program in year two and year three. Carrie Whitney (Director, School Programs) will focus on extending the current Armory curriculum based school programs into more schools into those elementary schools in Northwest Pasadena. Both Ms. Seider and Ms. Whitney will work with Ms. Hernandez to design the curriculum based school programs to curriculum related programs appropriate for off site, non school locations. Lorraine Cleary (Director, Professional Development) will be an integral part of the program, providing the professional education already in place at the Armory's main site to the Artists-in-Residence, to staff members of community based youth education programs and to elementary school teachers within schools in Northwest Pasadena. Training these individuals will create an environment in all Northwest Pasadena programs for children and youth that is infused and integrated with arts education. The Armory requests IMLS funding for the salaries of Ms. Hernandez, Ms. Seider, Ms. Whitney and Ms. Cleary, as they will plan, supervise and provide direct services to participants.

Project Coordinator, a new position to be hired, will supervise and provide the on site activities of the Armory Northwest site. Through the on-site presence of an Armory staff member trained as an artist/educator and able to provide some amount of ongoing arts programming, community members will participate, building a strong relationship with the Armory Northwest staff and programs. Fifty percent of this staff member's salary is requested. Core Armory artists will participate in program planning and program delivery of arts education programs(see resumes), specifically Robert Hilton and Patricia Liverman. Armory Fellows, an ongoing Armory programs that selects Masters in Pine Arts candidates for post graduate work in arts education will also participate in the program delivery at Armory Northwest. These individuals apply over the summer and are selected from a larger pool of potential Armory Fellows. Robert Hilton, Armory Core Artist, will provide direct arts education to participants, 50% of his salary is requested from IMLS. Mr. Hilton is a permanent Armory staff member. Twenty five percent of the Armory Fellows salary is requested from IMLS, again, they will provide direct services to Armory Northwest participants.

Armory gallery/exhibition staff, Jay Belloli, Director of Gallery and Elise Barclay, Gallery Coordinator will participate in the Armory Northwest Initiative. Currently, the Armory Northwest site provides three themed exhibitions during each fiscal year. This will continue with a greater use of additional space for exhibitions and, specifically for showing students' work in the smaller gallery. The Armory Northwest Initiative exhibitions will be directed primarily by Elise Barclay, under Jay Belloli's supervision. While 50% of Ms. Barclay's time will be devoted to exhibitions at Armory Northwest, only 12% of her salary is requested from IMLS funds. Ms. Barclay will work in coordination with Lilia Hernandez to ensure gallery exhibitions reflect the overall program and are of significance to the community.

The Armory will utilize an outside evaluator for this program. Lynn Waldorf, of UCLA Imagination Project, has undertaken several extensive program evaluations for other Armory community and school based programs. We are not requesting IMLS funding for this evaluator or task.

Field Trips to Armory Northwest will be funded through a separate grant, thus no funds from IMLS are requested.

Materials for art activities and classes are not requested. The amount detailed in the budget is based on a per participant cost. Equipment costs (purchase of ceramics equipment, drawing/painting equipment and printing/silkscreening) are not requested from IMLS. Other foundation funds will be used for purchase of this equipment.

Employee benefits are not requested from IMLS.